

Workforce Board Legislative Advocacy Agenda

PRESENTER NAME: Board

BOARD MEETING DATE: 9/26/18

BOARD MEMBER SPONSOR NAME: All

DISCUSSION TIME ALLOTTED: 1 hr.

<p>ISSUE/SITUATION: Be concise - 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.</p>	<p>THE ISSUE/OPPORTUNITY IS:</p> <p>At a Special Board Meeting on September 5, 2018, team leaders of the three work groups established at the Retreat presented updates to the Board on their progress developing a set of recommendations on a policy and/or legislative agenda to advance the state's workforce plan <i>Talent and Prosperity for All</i> (TAP). The three policies focused on business engagement, integrated service delivery for jobseekers, and data sharing. The opportunity is to develop a set of policies to advocate for strategies and tactics to improve economic outcomes for Washington's workers and businesses.</p>
<p>TAP STRATEGIC PRIORITY: Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.</p>	<p>SUPPORTS TAP STRATEGIC PRIORITY:</p> <p>Three priority areas were identified at the Board's Retreat in August. Advocating for their improvement helps support the following TAP priorities:</p> <ol style="list-style-type: none"> 1. Business Engagement: Make the system easier to navigate and more effective for employers. Increase the number of Washington employers who actively engage with the public workforce system to co-create their talent pipelines. 2. Jobseeker Service Integration: Help more jobseekers—especially those with barriers to employment—achieve economic security by streamlining and improving system services. Improve customer service planning and delivery by allowing funds and services to be interwoven and blended seamlessly to strengthen customer engagement, persistence, and momentum toward career goals. Access and Barrier Removal: Scale best practices and use technology and other tools to ensure hard-to-reach populations and those with barriers to employment can successfully access, navigate, and benefit from system services. 3. "Next Generation" Performance Accountability: Move to a performance tracking model that captures the full scope of services an individual may use on a path to economic security. Transition away from evaluating individual programs. Instead, evaluate the system by measuring its impact across different demographic groups, and by evaluating how well multiple programs work together to serve individual participants.
<p>POTENTIAL IMPACT: Effect on people, businesses, communities. What is better or different from other existing strategies?</p>	<p>IT IS SIGNIFICANT BECAUSE:</p> <p>A Workforce Board legislative advocacy agenda will allow Business and Labor to pursue support from the Legislature to move key issues forward to advance the transformation of the workforce system under TAP. This provides a more narrowed and stronger focus on a small set of issues critical to the workforce system, while not prohibiting advocacy for items that are not listed.</p>

<p>OPTIMAL NEXT STEPS: What do you really want to happen as a result of this discussion with the Workforce Board?</p>	<p>MY IDEAL OUTCOME OF THIS DISCUSSION IS:</p> <p>Board reviews the recommendations from the three priority groups and is prepared to discuss whether the proposed items reflect the priorities of the Board under TAP along with the implementation of the state's workforce plan.</p>
<p>BACKGROUND: Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?</p>	<p>RELEVANT BACKGROUND INFORMATION:</p> <p>The state's workforce plan—<i>Talent and Prosperity for All</i> or TAP—launched in 2016, with approval from the state Legislature, the U.S. Departments of Labor and Education, and Governor Inslee. The plan links 22 state and federal programs and/or funding streams that sit within eight state operating agencies into a cohesive system. State and local leaders have committed to a new vision that helps align and integrate services and funding silos to more seamlessly serve customers, while meeting three key interdependent goals:</p> <ol style="list-style-type: none"> 1. Help more people find jobs that lead to economic self-sufficiency, with a focus on disadvantaged populations. 2. Close skill gaps for employers, with a focus on in-demand industry sectors and occupations. 3. Connect staff across programs and funding silos to act as a single, seamless team to make this happen. <p>At a Special Board Meeting on Sept. 5 proposals were made on the following priorities:</p> <ul style="list-style-type: none"> • Data Sharing Analysis • Dunn and Bradstreet EconoVue Program • Incumbent Worker Training • Shared Marketing/Branding <p>The proposals are at http://wtb.wa.gov/September2018specialmtg.asp</p> <p>In addition to the formal proposals, Board members committed to developing an Equity Toolkit to, apply an equity lens to the short-term work happening with the business engagement, integrated service delivery, and data teams.</p>
<p>STAKEHOLDER ENGAGEMENT, PROS AND CONS: Which stakeholders have been engaged in the development of this recommendation? What are the pros and cons of this recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p>	<p>STAKEHOLDERS HAVE PROVIDED INPUT AND THEY THINK:</p> <p>The Workforce Board continually engages a broad cross section of stakeholders to identify promising practices that can be brought to scale, as well as weaknesses, service gaps, demographic shifts, business changes, and other issues with the potential to impact employers, workers, jobseekers, and communities. Stakeholders from across the system attended the August Board Retreat and contributed to a better understanding of barriers to implementing TAP. Ensuring comprehensive stakeholder input was one of the key components among the priorities identified by the Board.</p>

<p>FINANCIAL ANALYSIS AND IMPACT: What will it cost to enact this recommendation? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</p>	<p>THE COST AND RESOURCE NEEDS OF THIS RECOMMENDATION ARE: N/A</p>
<p>RECOMMENDATION AND NEXT STEPS: What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p>THE RECOMMENDATION AND/OR REQUESTED ACTION IS: This advocacy agenda proposal was prepared by Board Members assigned to the priority workgroups. Staff requests that Board members carefully review the proposed items and take action on a final advocacy agenda.</p>

**2019-21 Biennial Budget
Decision Package**

Agency: Washington State Workforce Training & Education Coordinating Board

DP code/title: Expanded Incumbent Worker Training Investments

Budget Period: 2018

Budget Level: *(WTB Staff, please identify appropriate code)*

Agency RecSum:

Today's economy—and the economy of tomorrow—require ongoing adaptation, resiliency, and skills upgrades, yet Washington State only invests in customized incumbent worker training in the range of six million a year. In the last issued national study of customized industry training, our state ranked #46 in the nation. The evidence is clear that Incumbent Worker Training investments made through public/private partnerships are necessary workforce development resources for our State's workers and businesses. With 50 percent employer matching funds, this co-investment model provides an opportunity to leverage capital, expertise, and existing workforce infrastructure to prepare for rapid transformations taking place in industry, while retaining and growing the existing workforce. This strategy aligns with the Governor's existing priorities: creating a reliable and sustainable resource for employers to upskill their workforce, developing career-connected learning opportunities, and scaling highly successful national models of public/private investment aimed at preparing for the future of work. This recommendation would significantly build on the success of the State Board for Community and Technical College's (SBCTC) Job Skills Program and other incumbent worker investment strategies. This investment equips our state and local workforce development partners to vastly expand our ability to support businesses and workers in achieving long-term economic security.

Fiscal Detail:

Operating Expenditures & FTE	FY 2020	FY 2021	FY 2022	FY 2023
General Fund- State	\$12,500,000	\$12,500,000	\$12,500,000	\$12,500,000
General Fund- Federal				
Total Funds	\$12,500,000	\$12,500,000	\$12,500,000	\$12,500,000
FTE – SBCTC	2	2	2	2
FTE – WTECB	2	2	2	2
FTE - Commerce	1	1	1	1

Package Description:

The Problem and Solution

Washington's businesses are experiencing severe skill shortages as they re-engineer to meet the demands of the new economy. Our public systems need business specific competency and skill information in order to prepare the right talent for companies. Through focus groups and various industry-specific programs, we've learned that businesses are concerned about both the out-of-date skill sets of their incumbent workforce and the lack of a skilled and ready talent pipeline. We've also learned that they prioritize upskilling their existing workers before turning to a new set of workers. Longevity on the job is important to employers. Therefore, their preference is to train incumbent workers who have demonstrated talent and commitment to the firm first and bring on new workers second.

While recognizing this demand, Washington has long lagged behind peer states investing in customized job training for incumbent workers. Our level of investment per capita sat at #46 nationally (see attachment A for comparable GDP states' investment numbers), per the most recent comprehensive study in 2006.

Now is the time to commit to this work as a state. The current challenges faced by businesses, workers, and their communities warrant a new strategy from their state to sustain growth and prosperity. As technological changes take hold in each sector, employers grapple with decisions about how best to prepare their workforce for the future of work. As businesses are responding to the rapid changes in their marketplace and increasingly more rigorous and demanding customer standards, they look to their workers as their greatest asset to keep up with the pace of change. New workers have a steep learning curve and thus are more costly to a company in transition. Companies may also give consideration to fully automating jobs more readily when they are challenged with the lack of a skilled, adaptable, and ready workforce.

Workers struggle to build skills on their own time while maintaining full-time employment. Workplace-based "earn and learn" models such as these, which are directly contextualized to careers, are proven methods of instruction. Expansion of these pathways allows adult learners to continue on a pathway to security and prosperity.

Economically we do not yet have "One Washington." Our state's tremendous economic growth is largely generated in King County, where the majority of our resource rich companies operate. Washington's other 38 counties are struggling to support business growth, especially in finding needed talent. Even in King County, we see the direct correlation—talent drives prosperity and skills gaps drive poverty—for our state's businesses and workers. The "One Washington" vision seems to be slipping, but trends can be reversed. With an infusion of flexible state investment to work directly with businesses on customized training and workforce development programs, Washington can support its "high-road" companies that value their workforce and the communities in which they operate, and respond collaboratively to technological and marketplace imperatives, enabling workers to share in their employer's growth and prosperity.

Barring a transformation of how we collectively support and invest in our State's businesses as a workforce development system, we run the risk of becoming irrelevant to the talent needs of our industries. Sustaining the status quo means that companies with adequate resources, such as large multinationals or investment rich technology companies, will remain equipped to recruit needed talent from around the world, support the upskilling or reskilling their workers, or, perhaps adjust to demand

by increased use of contract talent or technology. However, small and midsize enterprises (SMEs), the majority of Washington's businesses, struggle to compete without needed talent available in their communities. Through our recent experience with Make It in Washington, a federally funded project to support rural manufacturers, we learned of many company owners, ready to retire, who had no viable succession plan to keep the business running because they did not have the right talent pool. Those SMEs, primarily independently owned and often place-based, are essential to the fabric of our communities across the state. It is the duty of our system to find solutions to these systemic barriers to economic vitality.

An Incumbent Worker Training Fund for Washington's Workforce

The Job Skills and Customized Training programs administered by SBCTC have been Washington's most consistent state investment strategy in direct training for businesses. A similar approach, although at varying fund levels over the years, has been administered through the Department of Commerce's WorkStart program. Washington has also piloted many models using federal, philanthropic, and state funds with incumbent worker training at the core, such as Industry Skill Panels, Make It in Washington, and Health Education and Training Grants. Documented successes experienced at the local level of recent pilot initiatives, such as the Governor's Upskill/Backfill grants and Career Connect Washington regional teams, give us great confidence that the workforce system and Washington employers are well-positioned to engage in these public/private partnerships. However, with minimal dollars, barriers related to the use of federal WIOA funds, varying eligibility criteria, and inconsistent access points, training and education partners have struggled to systematize this work as a cornerstone of our business engagement and economic development efforts.

As has been true of the Job Skills Program, this proposal intends to maintain the dollar-for-dollar matching grant model of the Job Skills Program, with exemption for those businesses which report a Gross Business Income of less than \$500,000. A 50/50 commitment to sustaining the funding ensures that Washington's workforce development system will co-create the talent pipeline in partnership with the business community.

The state's expanded investment in flexible and customizable incumbent worker training will build the capacity of our public system to provide high value support to Washington's businesses and workers, and create meaningful, lasting public-private partnerships with our state's critical economic sectors. The state's businesses, communities, and public systems will be better able to transform and grow together into the future with the establishment of additional investment in an incumbent worker training fund.

System partners are committed to integration across workforce agencies to ensure statewide impact and policy reform, as necessary, to achieve this goal. Through a partnership of SBCTC, the Workforce Board, business and labor communities, and local providers of workforce training services, the performance accountability system will provide our state valuable data on the scope, reach and impact of incumbent worker training using success indicators or metrics that are considered meaningful to businesses, workers, policy-makers and taxpayers.

Expanding access to incumbent worker training funds builds on the tremendous success of Washington's pilot and on-going investments in business-specific training and development. While this request stands on SBCTC's strong foundation operating the Job Skills Program and other business-specific workforce programs, modifications proposed through this request are designed to enhance business partnerships across the full landscape of our workforce development system based on our collective experience.

With this enhanced investment, all system partners have great opportunity to improve customer outcomes. For example, the Department of Commerce and its Associate Development Organizations (ADOs) will be better equipped to close deals with companies considering Washington for expansion or relocation. The state's 12 Workforce Development Councils will be able to help companies create new jobs and help jobseekers with barriers access meaningful career pathways. Our state's community and technical colleges and public universities will be equipped with the resources necessary to stay current in their offerings, gain a better understanding of what employers need, and establish long-lasting partnerships with regional business communities. Both existing and new apprenticeship programs have an opportunity to forge expanded joint partnerships with employers. The Workforce Board will continue its emphasis on 14 subpopulations that have historically been left behind economically. Support services from across our system partners, including DSHS, DCYF, DVR, DSB, DVA, Corrections, and Commerce will be leveraged to ensure that populations with barriers have access to employment and wage progression opportunities.

This budget proposal suggests specific modifications to existing state-funded programs, most notably the Job Skills Program, which include:

- An increase in total Incumbent Worker Training funding.
- Expanded access and eligibility criteria.
- An on-demand review cycle that establishes prompt response to those pursuing project development.
- Expanded representation on the current Customer Advisory Committee administered by SBCTC (see attachment B for current advisory committee membership).
- Funds for outreach and marketing to assist system providers with reaching expanded audiences.
- Establishing a system oversight and policy advocacy role for the Workforce Board that ensures increased business engagement across the system, distribution of program access and benefits to underserved communities and subpopulations, and enhanced economic outcomes for Washington's businesses, jobseekers, and workers across all regions of the state.
- Support for SBCTC to administer regular management of the Incumbent Worker Training fund, including review and modifications of performance data metrics as necessary.

Key features include:

- **Increased Access Points**
 - Eligible Applicants—
To ensure this model is a system solution serving all stakeholders of the Workforce Development System, multiple pathways to access must be available. While historically, Washington's Job Skills Program model has mandated the college as the applicant, to achieve scale and equitable access across regions, this proposal expands accessibility to other business consultants such as Workforce Development Councils, Department of Commerce Sector Leads, private vocational schools, public and private universities, industry associations and union apprenticeship committees, among others.
 - Application Periods—
The Job Skills Program presently operates on quarterly application cycles. This results in long lapses which may not align with business cycles and creates challenges for applications which are denied but warrant minor changes. Waiting for a next quarterly cycle may not be feasible. Other initiatives, such as Upskill/Backfill are one-time pilot projects, requiring system providers to acclimate to a new application process and formulate business relationships under a tight timeline. Best practices are difficult to replicate when the funding isn't ongoing. This proposal suggests a change to monthly review periods.

- **Expanded Program Goals**

- Targeted strategies
Business needs are diverse and impact the workforce of our state in unique ways. With this proposal, expanding the reach of the Job Skills Program to meet a broad set of workforce demands becomes possible, such as: upskill/backfill training, career ladder development in emerging industries, recession readiness, preparation for technological advances, population-specific consortium training, layoff aversion / job retention, relocation incentives, more.
- Equity incentives
The Workforce Board and system partners made a commitment to view systemic performance with intention regarding equity of access and benefit for all populations and regions of the state. Together we seek to view our work through the promise of “all means all.” In the context of this proposal, we see an opportunity in design such as score weights for rural businesses or those that will be hiring and promoting underserved populations, funding will incentivize employers to engage in equity-based practices such as implementing Upskill/Backfill strategies to create new pathways for job seekers, etc.
- Institutionalizing Best Practices
The aim of this fund is not solely to address immediate business skill needs, but to prepare our system to support business growth and development well into the future. Criteria will be established to identify programs and practices with a long term benefit to the state. Funds will support institutionalization through a variety of mechanisms, such as faculty externships, public-private applied research, development of curricular modules and resources, and investment in distributive learning methods.

- **Increased Accountability**

- Participant outcomes
Work as a system to identify best practices with business partners for demonstrating long-term ROI of incumbent worker training investments. Based on the experience of existing Washington State programs, the work of the Workforce Board, National Governors Association, American Society for Training and Development, and other states and countries, many have worked to identify metrics that have value for businesses, workers, jobseekers, and system providers. Work together with the business community to ensure that data can support business co-investments and long-range planning, and provide confidence in the continuation of the public-private partnership structure.
- Outside evaluation
To ensure efficient utilization of IWT funds in Washington state, a consultant will be hired, in consultation with business and labor and advised by a task force of involved agencies, to (1) assess the past performance of IWT programs in the state of Washington, (2) monitor the current performance of IWT programs for the 2019-2021 budget period, (3) benchmark Washington States IWT programs with other similarly situated states, and, (4) Provide suggestions based on the research for an IWT program in Washington State that meets the needs of the diverse economies located in the state and one that is nimble enough to address various economic environments. The consultant will provide a report to the legislature by December 31, 2020.

Alignment with the Governor’s Existing Priorities

“One Washington” and “Talent and Prosperity for All,” two aspects of the same vision, both use our policies and public systems as the mechanisms to establish the best economic conditions for every community, individual and family, and business across the state. A review of the historical research may

not be necessary, but doing so provides clear evidence that a skilled and educated workforce is one of the most critical influencing factors in attaining all three aspects of community vitality—economy, health and safety. Perhaps more than ever before, we realize the necessity of continually modernizing workforce skills and abilities.

Washington’s Workforce Board has been working with stakeholders across Washington to understand what is working well and what is needed by businesses, job seekers and workers, as the economic world is in the throes of the 4th industrial revolution. Through this effort it has become clear to the Board and its stakeholders that our public system(s) of support *must* restructure and transform to be able to respond to this changing landscape.

The Workforce Board developed the state’s comprehensive strategic plan for workforce development, “*Talent and Prosperity for All*” (TAP) in 2016, with an overarching goal of improving economic outcomes for both Washington’s people and businesses in every region of the state. The plan prioritizes the coordination and integration of public funding streams and programs to create a seamless system of services that can effectively support businesses to compete, and individuals to achieve economic security. Increasing business engagement with the public workforce system is a primary component of this goal. However, current policy and funding structures were created long ago, many during the first industrial revolution almost two centuries ago, at a time when the need for skilled workers was dynamic, but predictable, and a core set of skills were likely to serve an individual for the life of their career.

Through employer focus groups, we’ve learned that there is a greater willingness to consider the public system as a recruitment avenue for new employees at the entry-level if we can help the employer make better use of their existing workforce. This strategy allows us to truly respond to that need.

Summary of Proposal

Participants served:

Based on scaling aggregate data gathered from the Job Skills and Customized Training Programs, WorkStart and Make it in Washington 2015-2017 Biennium outcome reports, the anticipated participant impact of this budget as would scale our system’s incumbent worker training impact to nearly 600 employer clients and 24,000 workers served in a comparable reporting period.

Alternatives explored:

- Even with minimal program promotion and marketing, the Job Skills Program has been extremely competitive and is routinely forced to reject quality applications each quarterly period. Figures from SBCTC show that during the latest application cycle, the fund experienced a decline of 29 percent of requested funds. The workforce system is not able to use Job Skills Program funding in its current form as a strategy to increase its business engagement footprint and meet the goals of our state TAP plan.
- We explored the use of Federal WIOA dollars to supplement the Job Skills Program, but have faced barriers. While federal WIOA dollars mandate that the workforce system increase efforts in Incumbent Worker Training, no additional funding was allocated to support that effort. We also find that federal dollars invested specifically to pilot incumbent Worker strategies, such as Upskill/Backfill and components of Career Connect Washington do not allow the flexibility necessary to meet diverse business needs.
- Using one-time grant solicitations to pilot Incumbent Worker Training strategies does not permit system providers to create and sustain long-term employer relationships or scale best-practices.

Assumptions and calculations:

This proposal is most closely aligned to the Job Skills Program, for which the historical outcome data is offered (please see attachment C).

Workforce assumptions:

To absorb the increased workload associated with this program expansion,

- SBCTC assumes necessity for 2.0 FTE staffing to support program administration.
- The Workforce Board requires 2.0 FTE to enhance efforts around alignment with the state's workforce system and policy advocacy, in collaboration with workforce system partners.
- The Department of Commerce requires 1.0 FTE for outreach with ADOs and Sector Leads.

Strategic and performance outcomes:

Washington's Workforce Development Strategic Plan, *Talent and Prosperity for All*, identifies the following goals under Business Engagement (page 11):

- Increase resources for work-based learning opportunities, including on-the-job training and apprenticeship, internships, job shadows, but especially, incumbent worker training.
- Increase the amount of work-based training including incumbent worker training, on-the-job training and apprenticeship, job shadows, internships.

Governor Inslee's Results Washington goals include:

- Business Vitality
 - Washington is a great place to grown your business.
 - Competitive and Diversified Economy.
- Washington's Education Roadmap goals include:
 - Increased attainment of post-secondary credentials for 70% of working adults aged 25-44 by 2023.

A meaningful state investment in Incumbent Worker Training helps our state achieve each of these identified strategic goals.

As noted above, based on scaling aggregate data gathered from the Job Skills and Customized Training Programs, WorkStart and Make it in Washington 2015-2017 Biennium outcome reports, the anticipated participant impact of this budget as would scale our system's incumbent worker training impact to nearly 600 employer clients and 24,000 workers served per program year.

Other collateral Connections:

A multi stakeholder workgroup has been engaged in this effort resulting from a recommendation at the Workforce Board retreat that we prioritize the modernization and scale of our state's incumbent worker training investment.

Workgroup co-leads:

- Washington State Labor Council, AFL-CIO
- The Association of Washington Business

Workgroup representatives include:

- The State Board for Community and Technical Colleges
- Employment Security Department

- Department of Commerce
- Workforce Training and Education Coordinating Board
- Workforce Development Councils (led by Workforce Southwest Washington)

Changes to current law:

In order to achieve this system change, this proposal will require law changes.

This proposal seeks to broaden the scope of what incumbent worker training funding can be used for, who has access to these funds, and how the program will be evaluated for systemic and state-wide impact. Available funds will be used flexibly to address the current and long-range needs of Washington's critical industry sectors, bringing business into partnership with the public system as a co-investor in the continual modernization of our state's talent pipeline. The robust Job Skills Program worker-participant reporting structure will continue, but overall performance accountability will be enhanced to track on-going systemic impact, business impact, and the impact on equity gaps in our state.

Unlike the current structure of the Job Skills Program, this proposal requests that there be an allowance for projects and remaining funding to carry over from one biennium to the next. Currently businesses have only a two year window to implement and complete training projects. If a company needs training but it is March of the second year of the biennium, the company and training partners must complete all training by June of the same year giving them less than three months to complete their projects. This deadline is hard for businesses and industry to understand and adjust their training.

Workforce Impacts:

N/A

Information Technology:

N/A

ATTACHMENTS

(A) Comparative State Data by comparable GDP

State	GDP in Millions – 3rd Qtr 2017	IWT Program	State IWT Investment (2006 Data)	Updated Investment Data (If known)
Pennsylvania	750,923	Customized Job Training	\$60,000,000	
Ohio	656,190	Ohio Investment in Training Program / Ohio Worker Guarantee Program	\$34,400,000	
New Jersey	592,859	Customized Training	\$57,400,000	
Georgia	558,181	Quick Start / Retraining Tax Credit	\$44,701,506	
North Carolina	546,144	New and Expanding Industry Program (NEIT) / Focused Industrial Training (FIT)	\$16,686,554	\$24,800,000 (2014)
Massachusetts	530,675	Workforce Training Fund	\$42,000,000	\$44,000,000 (2014)
Michigan	517,865	Economic Development Job Training Program	\$19,596,000	
Washington	506,534	Job Skills / Customized Training	\$2,950,000	\$5,400,000 (2018)
Maryland	397,815	Partnership for Workforce Quality / Maryland Industrial Training Program	\$7,623,436	
Indiana	361,732	Training Acceleration Grant	\$30,000,000	
Minnesota	355,665	Job Skills Partnership	\$13,506,000	\$8,400,000 (2014)
Tennessee	346,767	FastTrack Job Training Assistance Program / Tennessee Job Skills Program	\$34,000,000	
Colorado	342,749	Colorado FIRST / Existing Industry Customized Training	\$5,400,000	\$8,400,000 (2014)
Arizona	321,635	Job Training Program	\$22,066,600	
Missouri	309,414	Community College New Jobs Training / Program Customized Training Program Job / Retention Training Program	\$62,600,000	

(B) Current Customer Advisory Committee Members:

Lynette Bird	Peninsula Community Health Services
Kristina Hayek	Hexel
Donald E. Alber	Alber Seafoods
Brett Wideman	Plumbers & Steamfitters #44
Susan Palmer	District Lodge 751, IAM&AW
Caitlyn Jekel	Washington State Labor Council
Maryanne Brathwaite	NW Career College Federation
Carli Schiffner	Wenatchee Valley College
Derek Brandes	Walla Walla Community College
Mike Brennan	Workforce Training and Education Coordinating Board
Gary Kamimura	Employment Security Department
Radi Simeonova	Department of Commerce
Jan Yoshiwara	State Board for Community and Technical Colleges

(C) SBCTC Job Skills Outcomes Data:**2013-2018 Distribution of Grants by Educational Sector & Business Partner**

Job Skills grants may be awarded to eligible post-secondary institutions, which include community and technical colleges; public and non-profit universities and regional colleges/universities; and licensed private career schools and colleges located in Washington. In 2013-18, all Job Skills Program applications were submitted through community and technical colleges. *Please note that the calculations are based on the dollar amounts awarded to each project, and not amounts expended.*

2013-2018 Outcomes

<i>Region</i>	Number of businesses served	Number of JSP Projects in Region	Percent of JSP Projects in Region	Number of JSP Trainees by Region	Percent of JSP Trainees in Region	JSP Funds Awarded by Region	Percent of JSP Funds Awarded by Region	Average cost per project	Average cost per trainee
Puget Sound (King, Pierce & Snohomish)	204	121	65%	7204	59%	\$8,975,920	67%		
Balance of State – West	56	32	18%	1417	11%	\$1,350,721	11%		
Balance of State – East	45	31	17%	3712	30%	\$2,966,253	22%		
Total	305	184	100%	12,333	100%	\$13,292,894	100%	\$72,244	\$1078

**Duplicated count. Some businesses participated in more than one project/consortium.

2017-18—Round One through Round Five, there were a total \$1,530,053 JSP applications not awarded per recommendations of Customer Advisory Committee. The decline rate for applications submitted between 2017 to present is currently 29 percent. That rate may change after the final two rounds. There are seven rounds per biennium.

The Need for an Integrated Jobseeker Case Management System Research Recommendations From CAI

Since the state's workforce plan *Talent and Prosperity for All* (TAP) was created in 2016, the need for a common jobseeker case management system has surfaced as a pressing priority. TAP implementation committees, formed to help get the plan's goals on the ground, received feedback from the field about the importance of creating a single intake and referral system across the broad spectrum of workforce programs. Statewide surveys circulated to workforce professionals confirmed this need to streamline and standardize the customer intake process to create a more efficient, seamless delivery system.

Three TAP committees, **Common Intake, Integrated Service Delivery and Performance Accountability**, pooled their resources to dig deeper into this issue. It was clear that a better coordinated "customer hand-off" was needed between different programs, and that standardized data collection along with a single-sign, common release form, could help make a difference—both for customers and staff.

Through a competitive bid process the three committees contracted with Community Attributes Inc. (CAI) in November 2017 to undertake a study to address key objectives, including:

- Identify data needed for frontline staff to enhance performance in current roles, and identify data redundant across different programs.
- Identify overlapping eligibility requirements, documentation and assessment tools, such as placement testing.
- Identify/determine data that would assist frontline staff to effectively provide support/services to customers.
- Determine tools and resources used by case managers and other system "navigators" and identify new tools and resources staff seeks to improve services to customers.

CAI concluded its research in July 2018. CAI coordinated with 11 state programs and five local programs; interviewed 60 different workforce professionals to better understand intake processes and data collection; conducted two separate surveys which included more than 400 total responses; held two focus groups in Spokane and Seattle; and led common intake testing groups in Seattle and Snohomish.

CAI recommended the following steps:

Immediate Step

Create Online Learning Modules

Online orientation modules can help build consistent knowledge about workforce programs and practices. They should be brief, easy to understand, and marketed to staff so they do not become another hidden asset of which only experienced case managers are aware.

Intermediate Steps

Standardize Referrals and Information Exchange

Without a standardized referral system, case managers must repeat work already completed by another staff person or ask customers to repeat information. Standardizing referrals and information exchange across agencies should be based on best practices.

Develop a Common Release Form

Develop one common release of information form that customers only need to sign once.

Provide access to the state's Unemployment Insurance (UI) database

Work history is one of the first data points case managers seek as they interview new customers. Salary information helps identify customer eligibility for certain programs. The UI database provides both.

Create an online desk aid marketplace that is shareable across the state

This will help new staff get up to speed more quickly in their jobs.

Long-term Steps

Develop common intake form and database

A common intake form that pre-populates information on intake screens can help customers move more quickly and efficiently through the system.

Create eligibility indicator aimed at staff

Automating program eligibility will give staff more time to work one-on-one with customers, rather than focusing on the ins and outs of eligibility.

Develop an online eligibility "document wallet"

Collecting eligibility documents can be cumbersome, and often repetitive, especially for customers receiving services from multiple programs. Also, certain populations, such as homeless, have trouble keeping track of these documents. A single, secure, online repository is needed to better serve customers.



Update: Data-Sharing Working Group

Lee Anne Caylor

Suzi Levine

Vision/Strategy for Data- Sharing Working Group



Vision: The Workforce System in Washington State is '*Best-in-Class*', by serving its constituents with integrated programs that address the needs of participants, businesses and agencies with a shared goal of economic stability.

Strategies:

1. Make state-level information available to appropriate reporting agencies
2. Connect case-management systems across the state to better serve constituents
3. Use one existing system to coordinate engagement with businesses (CRM) to streamline points of contact, make better use of limited resources and serve the needs of businesses

Types of Data-Sharing



Participant needs: Integrated Service Delivery across agency and programs - ensure outcomes per individuals



Business needs: Integrated Service Delivery across agency and programs – Better coordinate engagement with businesses across the system

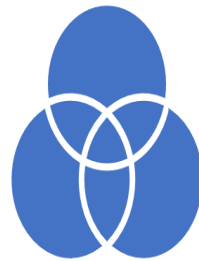


Performance outcomes – Federal, state and local



State-wide predictive analytic data around businesses to support strategic engagement as well as rapid-response/lay-off aversion action

Documentation collected



- Types of data shared today – ESD, DSHS, ESA
- WIOA requirements for reporting – WDC
- Business justification for broader data information - WDC
- WIOA requirements for rapid-response/lay-off aversion – Labor

Still collecting:

- Gaps in data
- Data-sharing restrictions (internal policy, state or federal requirements)



Continue collecting
outstanding
information to
generate
requirements



Gain agreement on
vision/strategy



Determine
priorities (short
and longer-term)



Draft
ownership/requirem
ents and project
timeline with
required resources

Next Steps

Current Action & Ask

Dun & Bradstreet overview at the next Board meeting

Overview of SARA case-management system

Subscription to Dun & Bradstreet Econovue

3rd party vendor to evaluate a common intake system across the state

DRAFT Equity Toolkit

At our board retreat, we agreed that equity was a value that needed elevating in our work as we create statewide policies that will best serve the needs of those seeking work, as well as business. Using the City of Seattle's Race and Social Justice Toolkit as a model, the equity work group pulled together a tool that would enable us to:

1. Apply an equity lens to the short-term work happening with the business engagement, integrated service delivery, and data teams, and
2. Collect feedback from the teams on what worked and what didn't so it can inform the development of a tool that we can use long-term

The equity team acknowledges that this is an imperfect tool, and that folks have not been formally trained to use it. That said, we do believe it will surface important questions for teams to consider and challenge our collective thinking about how we create more equitable workforce policy into the future.

DRAFT Equity Toolkit

For each of the fourteen barrier populations, identify the expected impact for each

(1= No impact, 2= Minor impact, 3= Neutral, 4= Some impact, 5= Substantial impact)

Displaced homemakers	
Low-income individuals	
Indians, Alaska Natives, and Native Hawaiians	
Individuals w/disabilities, including youth	
Older individuals	
Ex-offenders	
Homeless individuals	
Youth in, or aged out of, foster care	
English language learners	
Eligible migrant and seasonal farmworkers	
Individuals within 2 years of exhausting lifetime eligibility under TANF	
Single parents	
Long-term unemployed individuals	
Other groups as the Governor determines	

Set Outcomes.

1. *What does your group define as the most important equitable community outcomes for the impacted populations identified?*

Involve Stakeholders.

2. *What are the demographics of those living in the area or impacted by the issue?*
3. *How have you involved community members and stakeholders?*
4. *What does your data and your conversations with stakeholders tell you about existing inequities that influence the lives of the populations you identified as being impacted and should be taken into consideration?*
5. *What are the root causes or factors creating these inequities?*

Determine the Benefit and/or Burden.

6. *How will the policy, initiative, program or budget issue increase or decrease equity for the populations impacted? What are the potential unintended consequences? What benefits may*

DRAFT Equity Toolkit

result? Are the impacts aligned with your department's community outcomes that were defined in question 1?

Advance Opportunity or Minimize Harm.

7. *How will you address the impacts (including unintended consequences) on equity for the impacted populations?* What strategies address immediate impacts? What strategies address root causes of inequity listed in question 5? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Evaluate. Raise Awareness. Be Accountable.

8. *How will you evaluate and be accountable?* How will you evaluate and report impacts on equity for the populations identified over time? What is your goal and timeline for eliminating the inequities? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about inequity related to this issue?
9. *What is unresolved?* What resources/partnerships do you still need to make changes?

DRAFT Equity Toolkit